



**U.S. AGENCY FOR INTERNATIONAL  
DEVELOPMENT**

**QUALITY COUNCIL  
COMMUNICATIONS STEERING GROUP**

**USAID  
REENGINEERING & REFORM  
REFERENCE GUIDE  
JANUARY 15, 1997**



Help Desks:

Automated Directives System	(703)875-5731
Customer Service	(202)663-2459/ (202)663-2496
IRM	(703)875-1234
Public Inquiries	(202)647-1850

This reference guide is available on USAID's Intranet.

The public documents are also available on USAID's Web site on the Internet ([www.info.usaid.gov](http://www.info.usaid.gov)).

## TABLE OF CONTENTS

	Page
Administrator's Messages.....	1
Public Documents.....	2
Feedback.....	2
Accountability.....	3
Automated Directives System.....	3
Business Area Analysis and Business Systems Design.....	3
Accounting.....	3
Budget.....	4
Operations.....	4
Personnel/Human Resources.....	4
Procurement.....	5
CDIE Reengineering Best Practices.....	5
Computers and Information Management.....	6
Country Experimental Labs.....	6
Customer Service.....	7
Glossaries.....	7
National Performance Review.....	7
New Management System.....	8
Organization.....	9
Participation.....	9
Personnel/Human Resources.....	9

Strategic Planning and Results.....	10
Training.....	11
Transition Guidance .....	11
Videos.....	12
Who's Who in the Reform Effort.....	13
Suggested Readings.....	13

# USAID REENGINEERING & REFORM REFERENCE GUIDE

For corrections or for suggested  
additions to this reference list,  
contact Betty Snead, LPA,  
202/647-3794

To obtain a hard copy of this guide, please call Mary Felder, LPA,  
202/647-4330.

\*--available electronically on the Reinventing USAID Bulletin  
Board

## **ADMINISTRATOR'S MESSAGES:**

**"Interviewing the administrator."** Topic is reengineering,  
following Atwood's visit to USAID mission in Senegal -- *Front  
Lines*, June 1996

**"Reengineering: An Interview with Brian Atwood."** *On Track*,  
June 1996.

**\*"A Message from the Administrator on Reengineering"** --  
USAID/W Notice, June 22, 1996.

**"Reenginerring Best Practices: Message from the Administrator"**  
-- USAID Notice, May 15, 1996.

**\*"Human Resources BAA"** -- USAID General Notice, Sept. 6, 1995.

**\*"A Message from the Administrator on Reengineering (New  
Management Systems)"** -- USAID/W Notice, Oct. 5, 1995.

**"The Foreign Policy Challenges of the Next Clinton Administration"** -- Address by J. Brian Atwood at the 11/13/96 Secretary's Open Forum.

Contact: Betty Snead, LPA/MC

Phone: 202/647-4330

**PUBLIC DOCUMENTS:**

**"Toward the New USAID: An NPR Progress Report"** -- 26 pages, 1995. Gives results/actions taken by USAID to address NPR recommendations; also government-wide NPR actions are included.

**"Toward the New USAID II: Three Years of Reform Progress,"** 1996 (Available on or before 1/15/97)

Contact: Bill Bacchus, DAA/M/QC

Phone: 202/736-4014

**"Foreign Assistance: Status of USAID's Reforms"** -- 23 pages, September 1996. General Accounting Office Briefing Report to the Chairman, Committee on International Relations, House of Representatives (GAO/NSIAD-96-241BR).

Contact: Connie Turner, M/MPI

Phone: 202/647-2481

**\*"On Track"** -- a monthly newsletter devoted exclusively to cutting-edge agency reengineering developments.

Contact: Lindsay Orkand, M/ROR

Phone: 202/663-2110

**"Phase I Customer Service Plan"** -- eight-page brochure addresses concerns voiced by the agency's development partners (PVOs, NGOs, universities and businesses).

**"Phase II - USAID's Customer Service Plan"** -- eight-page brochure outlining agency's quality service standards for working with customers and partners.

Contact: Liz Baltimore, M/ROR  
Sher Plunkett, M/ROR

Phone: 202/663-2459  
202/663-2496

**FEEDBACK:**

**"The Administrator's Suggestion Box"** -- USAID/General Notice, Feb. 12, 1996. To access the Suggestions Box, go the "compose" choice on the E-mail menu, type f2 to get the address list and type "suggestion." This will produce the USAID Suggestion Box address.

Contact: Bill Bacchus, DAA/M/QC

Phone: 202/736-4014

### **ACCOUNTABILITY:**

**"Guidance on Consultation and Avoidance of Unfair Competitive Advantage"** -- USAID General Notice, Aug. 17, 1995.

**"Contractor Past Performance Information System"** -- USAID General Notice, July 14, 1995.

**"Procurement Integrity"** -- USAID General Notice, Feb. 1, 1995.

**"Policy Principles for Award of Assistance Instruments to PVOs and NGOs for Development and Humanitarian Assistance"** -- USAID General Notice, May 25, 1995.

Contact: Marcus Stevenson, M/OP/OD

Phone: 703/875-4223

### **AUTOMATED DIRECTIVES SYSTEM:**

The Automated Directives System (ADS) is the codification of the 33 agency handbooks into five major functional series:

Series 100	Organization and Executive Management (HBs 5 & 17)
Series 200	USAID Program Assistance (HBs 1-4 & 7-10)
Series 300	Acquisition and Assistance Agreements (HBs 1B, 11-15)
Series 400	Personnel (HBs 24-33)
Series 500	Management Services (HBs 6, 18-23)

The ADS is a two-tier standardized system that separates Policy from Essential Procedures (EP) and includes mandatory references (e.g., FAM, FAR, etc.) The ADS chapters codify the official policies and essential procedures of USAID. The ADS also includes a Supplementary

Reference section that provides optional useful additional information. The ADS format, writing style, and numbering system assist the agency in meeting the mandate to cut government regulations in half.

Contact: Cynthia Ginyard, M/AS/ISS Phone: 703/875-5731

## **BUSINESS AREA ANALYSIS AND BUSINESS SYSTEMS DESIGN:**

### **Accounting:**

**"AWACS: What is it and what will it do?"** -- summary of USAID's new worldwide accounting and control system, IRM at Work!, June 1995.

**"How will USAID do business with AWACS?"** -- three-page summary.

Contact: Doug Arnold, M/FM Phone: 202/663-2170

### **Budget:**

**"Business Area Analysis: Budget and Fund Allocation, Report to Management,"** Vol. I, August 1994. A report on the agency's reinvention of its budget process. Describes problems with present budget systems, contains recommendations for reengineering budget and fund allocation processes and outlines the major benefits of automating processes. Specifies follow-on projects to build an integrated budget system. Five sections, with appendices and figures.

**"Business Area Analysis: Budget and Fund Allocation, Technical Appendices,"** Vol. II, July 1994.

Contact: Ken Milow, M/B Phone: 202/647-6671

### **Operations:**

**"Making a Difference for Development"** -- 144-page report prepared by USAID Business Area Analysis Team for Operations. Focus is on reengineering the agency's program operations with emphasis on four core values: customers, results, empowerment and teamwork.



Contact: Richard Byess, M/ROR

Phone: 202/663-2502

**Personnel/Human Resources:**

**"Human Resources Business Area Analysis"** -- Vol. I, Workforce Management Employee Administration Compensation & Benefits, August 1995. This final report on human resources has been completed and approved for implementation. The report is being transmitted to each mission and office electronically.

Contact: Doug Brandi, M/HR  
Robert Egge, M/HR

Phone: 202/302-4075  
202/302-4091

**\*"Overview of the Human Resources Business Area Analysis - USAID Reengineering Issues, Report #4"** -- eight pages. This report discusses the work of the BAA team which is attempting to reengineer the agency's personnel functions and to automate many personnel processes. The team is supporting ongoing reforms in M/HR. In cable form, State 153219.

Contact: Ron Olsen, M/MPI/OD

Phone: 202/647-2083

**Procurement:**

**"Acquisition & Assistance Business Area Analysis Report, May 1994"** -- a 65-page report, including appendices, by USAID's Office of Procurement and Office of Information Resources Management. This report presents the results of the six-month Acquisition and Assistance Business Area Analysis Project conducted by a team of federal procurement and systems specialists. The project applied information engineering techniques to the information needs of the agency's procurement functions.

Contact: Terry Payne, M/OP

Phone: 703/812-0046

**"Procurement Reform Report: Changing the Way We Do Business Around the World"** -- Report focuses on 18 elements in streamlining USAID's procurement process, 155 pages.

Contact: Marcus Stevenson, M/OP/OD

Phone: 703/875-1150

## **CDIE REENGINEERING BEST PRACTICES SERIES:**

The **Reengineering Best Practices Series**, which is jointly managed by PPC/CDIE and M/HR, provides an opportunity for USAID/Washington and field staff to share their reengineering experiences and lessons learned. Since the series was announced by Administrator Atwood in June 1996, seven articles have been distributed through the CDIE Connection. Four of the articles focus on the particular experiences of missions in Bolivia, the Central Asian Republics, the Dominican Republic, and the Philippines and three on more general agency experience across missions. Readers have a choice of subscribing to the full series or receiving single copies of the individual papers in electronic or paper format from the CDIE Connection.

**Performance Monitoring and Evaluation TIPS**, a series of four-page reports, is designed to help the generalist manager implement new reengineering guidance. Each report provides practical information on monitoring and evaluating performance, using USAID's most reliable sources. The TIPS are non-technical and presented in a simple format for easy reading. They provide suggestions and clarifications on how to plan and conduct performance monitoring and evaluation activities. There are 10 TIPS available: Conducting Focus Group Interviews (PN-ABY-233); Conducting Customer Service Assessments (PN-ABY-227); Establishing Performance Targets (PN-ABY-226); Preparing a Performance Monitoring Plan (PN-ABY-215); Selecting Performance Indicators (PN-ABY-214); Using Rapid Appraisal Methods (PN-ABY-209); Using Direct Observation Techniques (PN-ABY-208); Preparing an Evaluation Scope of Work (PN-ABY-207); Conducting Key Informant Interviews (PN-ABS-541); and Conducting a Participatory Evaluation (PN-ABS-539). Order documents by PN number through E-mail to the CDIE Connection.

CDIE Connection E-mail address: [CDIE\\_Connection@CDIE.RRS@AIDW](mailto:CDIE_Connection@CDIE.RRS@AIDW)

Contact: Harriett Destler, PPC/CDIE                      Phone: 703/875-4223

## **COMPUTERS AND INFORMATION MANAGEMENT:**

**"IRM at Work!"** -- The Office of Information Resources Management (M/IRM) produces a newsletter focusing on current and planned uses of information technology. "IRM at Work!" made its debut in April 1995 to educate its readership about the availability of information and communications technology within USAID and

the relevance of this technology to achievement of agency goals. With each issue, there are writeups of interesting technology projects submitted by members of those project teams, a "Manager's Corner" to give an executive perspective on issues facing a computer-age workforce, and a sampling of tips on using the technology now in place at USAID. Tips have included ways to get the most out of WorkPefect and other common applications, hints about Windows use in general, and advice about E-mail and AUDIX Voice Mail.

**"IRM at Work!"** is accessible via USAID's Intranet. From USAID's internal Home Page, at <http://www.usaid.gov>, a user can click on Information Resources Management Division and then on IRM Newsletter to see a listing of all issues that have been published, and can select to view copies of any of these. Printed copies are available from the Executive Editor. Telephone (703) 875-1316 or make a request by E-mail to John Tucker@irm.od@aidw (if communicating from outside the agency, use jtucker@usaid.gov).

Contact: John Tucker, M/IRM

Phone: 703/875-1316

#### **COUNTRY EXPERIMENTAL LABS (CELS):**

For reports and materials relating to Country Experimental Labs, contact: Yvonne John, AA/M/ROR Phone: 202/663-2457. Country Experimental Laboratories were: Bangladesh, Dominican Republic, Guatemala, Jamaica, Madagascar, Mali, Niger, Philippines and Senegal.

**"Country Experimental Laboratories: One Year Later,"** released March, 1996, 26 pages plus appendices.

**\*"Synthesis of Country Experimental Lab Reporting from October 1994 to March 1995,"** 32 pages plus appendices.

**\*"Delegation of Authority to Country Experimental Labs" --** State cable 12400, Sept. 1996.

#### **CUSTOMER SERVICE:**

The contacts for materials and reports on customer service: Sher Plunkett, M/ROR, Phone: 202/663-2496 or Liz Baltimore, M/ROR, Phone: 202/663-2459. See Public Documents Section, p.1., for Agency Customer Service Plans.

**"Guidelines for Developing Customer Service Plans"** -- USAID General Notice, April 1995.

**"Uncle Sher's Maxims for Customer Service Plans"** -- H.S. (Sher) Plunkett, M/ROR, March 1995.

**"Steps for Customer Service Planning"** -- USAID General Notice, June 1995.

**"Ten Easy Steps for Developing Customer Standards"** -- Liz Baltimore, June 1995, five pages.

**"Customer Focus Cookbook"** -- compilation of material on customer service -- September 1996.

## **GLOSSARIES:**

### **ADS Glossary**

Contact: Cynthia Ginyard, M/AS/ISS                      Phone: 703/875-5731

### **IRM Glossary**

Contact: Judy Griffin, M/IRM/IPA                      Phone: 703/875-1325

### **\*Reengineering and Reform Glossary**

Contact: Liz Baltimore, M/ROR                      Phone: 202/663-2459

## **NATIONAL PERFORMANCE REVIEW:**

A number of documents have been published relating to Vice President Gore's National Performance Review, among them four annual government-wide reports (September 1993-1996) and the agency's 1995 report, "Toward the New USAID: An NPR Progress Report." NPR materials can be obtained by contacting Bill Bacchus, DAA/M/QC, at

202/736-4014.

**NEW MANAGEMENT SYSTEM:**

- \*"Application Guidance for Version 3.0 Release of the New Management System (NMS)"** -- USAID/W Notice, July 12, 1996.
- \*"Access to New Management System Applications"** -- USAID/W Notice, Jan. 4, 1996.
- \*"Mission Update 1: Status of and Plans for Mission Roll-out of the New Management System (NMS)"** -- USAID Notice, August 27, 1996.
- \*"Mission Update No. 2: Guidance for Operations for Non-NMS Mission"** -- USAID Notice, November 13, 1996.
- \*"Update on Migration of Legacy System Data to the New Management System"** -- USAID/Notice, November 13, 1996.
- \*"Application Guidance for Version 4.0 Release of the New Management System (NMS)"** -- USAID General Notice, October 4, 1996.
- \*"NMS Version 4.0: Update 1"** -- USAID General Notice October 4, 1996.
- \*"NMS Version 4.0: Update 2"** -- USAID General Notice, October 10, 1996.
- \*"NMS Version 4.0: Update 3"** -- USAID General Notice, October 29, 1996.
- \*"Line Item Guidance"** -- USAID General Notice, August 30, 1996.
- \*"Updated 'Clean PC' Standard Required for Installation and Use of the New Management System (NMS)"** -- USAID General Notice, November 6, 1996.
- \*"Correction to Updated "Clean PC" Standard Required for Installation and Use of the New Management System (NMS)"** -- USAID Notice, November 15, 1996.

**\*"Quick Reference of Important numbers and Procedures for Installation and Use of the New Management System (NMS) in USAID/W"** -- USAID/W General Notice, Aug. 16, 1996.

**\*"Guidance on Assignment of Roles and Clarification of Common NMS Roles"** -- USAID General Notice, September 27, 1996.

**\*"NMS Access"** -- USAID Notice, October 21, 1996.

**\*"NMS Database Access"** -- USAID Notice, November 1, 1996.

Contact: Carrie Johnson, M/OP/E                      Phone: 703/812-0045  
          Richard Byess, M/ROR                         202/663-2502

### **ORGANIZATION:**

**"Definitions of Country Categories"** -- USAID General Notice, July 30, 1996.

**"Establishment of Country Categories -- Corrections"** -- USAID General Notice, Aug. 1, 1996.

### **PARTICIPATION:**

Please contact Diane LaVoy if you would like to be added to the **"Participation Network."** Forum members will receive copies of participation material and E-mails announcing all participation events.

Contact: Diane LaVoy, PPC/AA                      Phone: 202/746-7057

### **PERSONNEL/HUMAN RESOURCES:**

**"Employee Evaluation Program Guidebook"** -- 44 pages. This guidebook provides an overview of the Employee Evaluation Program. It is targeted at all US direct hire employees of USAID, both Foreign Service and Civil Service.

**"Appraisal Committee Supplemental Guide"** -- 33 pages. This guidebook is a supplement to the "Employee Evaluation Program Guidebook" providing detailed information on the establishment, role and operation of Appraisal Committee as a part of the Employee Evaluation Program. It is written to assist agency employees in the establishment and operation of Appraisal Committees.

Contact: Doug Brandi, M/HR

Phone: 703/302-4075

**"Overseas Workforce Restructuring Analysis"**, July 23, 1996  
Provides guidance in determining appropriate size and mix of staff necessary to carry out USAID programs under various country organizational configurations.

Contact: Ron Olsen, M/MPI

Phone: 202/647-2083

**"Policy Guidance for Restructuring the Overseas Workforce"** --  
USAID General Notice, July 29, 1996.

**\*"Changing Roles in the Reinvented USAID"**, 1995 -- Sketches of how agency jobs will be affected by reform: Contracting Officer, Controller, Executive Officer, Mission and Office Director, Program Officer, Project Development and Technical Officer, Support Staff, and Foreign Service Nationals.

Contact: Susan Walls, M/MPI

Phone: 202/647-0943

**\*"Correction on MPI Reinvention Brochures"** -- USAID General Notice, June 30, 1995.

## **STRATEGIC PLANNING AND RESULTS:**

See model Strategic Objective Agreement located in the ADS 350 series. Copies of samples are available through Richard Byess.

Contact: Richard Byess, M/ROR

Phone: 202/663-2502

**"Criteria for Strategic Objectives and Intermediate Results."**

This document was prepared as a guide to assist in the design and assessment of results framework. Ten pages.

Contact: Wayne King, M/ROR

Phone: 202/663-2499

**"Sign UP for RFNET"** -- The RFNET is an informal agency-wide electronic network designed to promote the transfer of field experience about results frameworks and results packages. Before subscribing, consider how your office or mission wants to be linked to RFNET. All subscribers to RFNET will receive all communications. For those groups who want to limit the demand on their individual banyan E-mail systems, you may choose to have one or only a few subscribers who are then responsible for circulating material which is of particular interest to that group. If you are interested in joining RFNET and are on the USAID Banyan LAN, send an E-mail message to:

**ISMTP@BASA14029@SERVERS[LISTPROC@INFO.USAID.GOV]**. Leave the subject line blank and in the body of the message type the following: Subscribe RFNET-L Your Name. For example: Subscribe RFNET-L John Doe. For more information about RFNET, contact Tony Pryor@AFRARTS.ROS@AIDW. (See October 1995 issue of *On Track*)

**"The Agency's Strategic Framework and Indicators, 1995-1996"** -- prepared by the Performance Measurement and Evaluation Division, PPC/CDIE, September 1995. This is a graphic presentation of USAID's sustainable development strategies. The framework is useful in reviewing strategic plans, reporting on results and examining the agency's performance.

Contact: Gerald M. Britan, PPC/CDIE Phone: 703/875-4194

### **TRAINING:**

The Training Division's Learning Resources Center has acquired many multimedia independent study learning materials during the past year to assist USAID staff implement reengineering. They include books, periodicals, audiotapes and videos on reengineering and related concepts like team building and coaching. Many of the materials are practical "how-to-do-it" guides. Printed materials are also available as reference guides. In addition, the Training Division is developing other self-directed training materials and guides to assist with reengineering. The center is located in Rosslyn at SA-14.

Phone: 703/875-1871



## **TRANSITION GUIDANCE:**

**\*"Reengineering Transition Guidance Cables"**-- these are a series of cables written for both USAID/W and the field in mid- to late-1995 that answered reengineering implementation and transition questions. They are largely of historical interest and have been overtaken by later guidance.

Contact: Richard Byess, M/ROR

Phone: 202/663-2502

## **VIDEOS:**

**"The Story of a Mission: Reengineering at USAID/Senegal"** -- 21 minutes. Mission staff tells how USAID/Senegal is applying the fundamentals of reengineering -- creating strategic objective teams, changing the roles of mission personnel and empowering FSNs. Also featured are U.S. Ambassador to Senegal Mark Johnson and AA/Africa John Hicks. Released September 1995.

**"Reinventing USAID"** -- 1 hr. 15 min. New contracts management and procurement procedures. A short version (11 min.) also available.

**"Participation"** -- 21 min. A series of discussions and questions on what participation means.

**"Reengineering"** -- 50 min. Covers a series of presentations and panel discussions on what reengineering USAID means.

**"USAID Reforms: The First Country Lab Reports"** -- 61 min. USAID/W all-agency meeting with reengineering reports from missions in the Philippines, Guatemala, Mali, Madagascar, Bangladesh, Jamaica and the Dominican Republic.

**"USAID Performance Review"** -- 16:30 min. Explains the new combined performance evaluation system for Civil Service and Foreign Service employees.

**"The NMS Training Video"** -- 70 minutes, produced for the M Bureau, covers presentations made by NMS Team Leaders as they explain how each of the NMS screens are to be filled out. The video serves as a training and instruction tool on how to use the new system.

Contact: Vanessa Cheeves, LPA/MC

Phone: 202/647-4308

**"The Three Cornerstones of the Learning Organization"** -- USAID recently participated in a video conference program led by Dr. Peter Senge and Dr. Rick Ross and Production Associates. The three-part program is shown in three videos. Each program is approximately 2 hrs. 30 min. in length and is designed to be presented in a group format suitable for discussion. Videotapes of the three programs are available at the USAID Learning Resources Center.

Contact: Lucy Sotar, M/HR/TD

Phone: 703/875-1596

**"USAID: Becoming a Learning Organization"** -- 16 mins. USAID's Training Division has become the Learning Support Center to facilitate learning for all staff using new technologies and the Internet. This video examines how these new systems are changing the way we work and learn.

Contact: Lucy Sotar, M/HR/TD

Phone: 703/875-1596

#### **WHO'S WHO IN THE REFORM EFFORT:**

\*A list of USAID employees serving on reengineering committees along with phone numbers.

Contact: Norma Tomas, M/ROR

Phone: 202/663-2455

#### **SUGGESTED READINGS:**

The amount of written material on reengineering and reinvention produced by outside sources is voluminous. If you are interested in obtaining any of these, please contact Liz Baltimore at 202/663-2459 or Lucy Sotar at 703/875-1596.